

# CONTENTS

<b>1. EXECUTIVE SUMMARY</b>	<b>1</b>
<b>2. SURVEY METHODOLOGY</b>	<b>13</b>
<b>3. PROFILE OF PARTICIPATING COMPANIES</b>	<b>17</b>
3.1 Types of Industry .....	19
3.2 Location .....	20
3.3 Employment Size .....	21
3.4 Source of Capital Ownership .....	22
3.5 Annual Sales Turnover .....	23
3.6 Unionised/Non Unionised Companies .....	24
3.7 Local/Multinational Companies .....	25
<b>4. RECRUITMENT POLICIES</b>	<b>27</b>
4.1 Recruitment of Sales/Marketing Personnel.....	29
4.1.1 Recruitment of Sales/Marketing Personnel without prior working experience .....	29
4.1.2 Criteria used in recruiting Sales/Marketing Personnel.....	40
4.1.3 Hiring of Sales Headcount over the next year.....	62
4.2 Skills of Sales/Marketing Personnel.....	75
4.2.1 Skills required for Sales/Marketing Personnel .....	75
4.2.2 Whether training provided to newly recruited Sales/Marketing Personnel .....	100
4.2.3 Types of training.....	113
4.2.4 Monitoring the effectiveness of training.....	137
4.3 Employee Turnover for Sales/Marketing Personnel .....	148
4.3.1 Employee Turnover Rate .....	148
4.3.2 Reasons for the employees leaving the companies .....	149
4.3.3 Retention Program for Sales/Marketing Personnel .....	160
4.3.4 Measures adopted to retain Sales/Marketing Personnel.....	171

## **5. SALARY, COMMISSION & INCENTIVES 183**

5.1	Payment to Sales/Marketing Personnel .....	185
5.2	Incentives & Compensation Plan for Sales/Marketing Personnel .....	210
5.2.1	Whether the Companies have Incentive Plan.....	210
5.2.2	Types of Short Term Incentive Plan.....	221
5.2.3	Other types of Incentive .....	232
5.2.4	Objective of Incentive Plan .....	243
5.2.5	Criteria adopted in determining the quantum of Sales Incentive .....	254
5.2.6	Effectiveness of Incentive Plan.....	265
5.3	Compensation for Sales/Marketing Personnel.....	268
5.3.1	Earnings of Sales/Marketing Personnel .....	268
5.3.1.1	Average Monthly Basic Salary .....	268
5.3.1.2	Average Monthly Commission Earned.....	271
5.3.1.3	Average Annual Bonus .....	274
5.3.2	Sales Compensation Plan.....	277
5.3.2.1	Success factors of Sales Compensation Plan.....	277
5.3.2.2	Current business environment.....	280
5.3.2.3	Most difficult sales compensation issues.....	283

## **6. FRINGE BENEFITS 289**

6.1	Transport Allowance/Mileage Reimbursement.....	291
6.1.1	Transport Allowance/Mileage Reimbursement for Top/Senior Managers.....	291
6.1.2	Transport Allowance/Mileage Reimbursement for Managers .....	296
6.1.3	Transport Allowance/Mileage Reimbursement for Assistant Managers.....	301
6.1.4	Transport Allowance/Mileage Reimbursement for Sales/Marketing Executives .....	306
6.1.5	Transport Allowance/Mileage Reimbursement for Sales/Marketing Representatives.....	311
6.1.6	Transport Allowance/Mileage Reimbursement for Sales/Marketing Support Personnel .....	316
6.1.7	Average Fixed Monthly Transport Allowance for Sales/Marketing Personnel .....	321

6.2	Handphone/Telephone Expenses Reimbursement .....	323
6.2.1	Handphone/Telephone Expenses Reimbursement for Top/Senior Managers.....	323
6.2.2	Handphone/Telephone Expenses Reimbursement for Managers .....	326
6.2.3	Handphone/Telephone Expenses Reimbursement for Assistant Managers .....	329
6.2.4	Handphone/Telephone Expenses Reimbursement for Sales/Marketing Executives .....	332
6.2.5	Handphone/Telephone Expenses Reimbursement for Sales/Marketing Representatives.....	335
6.2.6	Handphone/Telephone Expenses Reimbursement for Sales/Marketing Support Personnel .....	338
6.3	Provision of Business Entertainment Allowance .....	341
6.3.1	Business Entertainment Allowance for Top/Senior Managers...	341
6.3.2	Business Entertainment Allowance for Managers .....	344
6.3.3	Business Entertainment Allowance for Assistant Managers .....	347
6.3.4	Business Entertainment Allowance for Sales/Marketing Executives .....	350
6.3.5	Business Entertainment Allowance for Sales/Marketing Representatives.....	353
6.3.6	Business Entertainment Allowance for Sales/Marketing Support Personnel .....	356
6.4	Outstation Allowance/Reimbursement.....	359
6.5	Overseas Business Trips Allowance/Reimbursement.....	372
6.6	Other Fringe Benefits .....	387
6.6.1	Medical Consultation & Treatment .....	387
6.6.2	Dental Benefits.....	390
6.6.3	Parking Facilities.....	393
6.6.4	Provision of Laptop .....	396
6.6.5	Provision of Handphone .....	399

## **7. SALARIES FOR SALES/MARKETING PERSONNEL 403**

## **8. LIST OF PARTICIPATING COMPANIES 433**